

Comprehensive School Improvement Plan 2008-2013

Revised 12/02/2008

Missouri School for the Blind

Missouri School for the Blind Mission, Vision and Beliefs



The mission of Missouri School for the Blind is to provide educational services, resources and individualized instruction, ensuring that students with visual impairments statewide achieve academic, social, employment and life skills empowering them to enjoy full productive lives.



Missouri School for the Blind has the finest comprehensive educational system for students with visual impairments in Missouri, actively engaging students, their families and the entire community to ensure student learning and success.



At MSB, we believe...

- Student success is our first and foremost responsibility.
- High expectations are critical to student success and are the shared responsibility of every staff member, student and family.
- Every student deserves healthy, safe, effective and efficient learning environments.
- Every student will be treated with dignity and respect.
- Every student learns in an individual way and at an individual rate.
- An individualized education must reflect the assessed needs of each student in all areas of academic and disability-specific core curricula.
- Every student with a visual impairment in the state of Missouri, regardless
 of additional disabilities, benefits from educational services that address the
 visual impairment.
- Every student will be provided the opportunity to participate in educational, recreational and employment activities with non-disabled peers.
- Statewide interagency collaboration and sharing are beneficial and valuable to everyone providing services to students who are visually impaired and their families.

Missouri School for the Blind Comprehensive School Improvement Plan (CSIP) Steering Committee 2008

CSIP Leadership Committee

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Jenny Sinn

Carole Sohn

Dr. James Sucharski

Angie Thompson

Kerrie Townsend

Joy Waddell

Stakeholders

Blind Task Force

Dr. John Heskett's Summary Report from focus groups statewide
MSB's Student Leadership Team
Parent Advisory Board
Shared Vision Summit - MSB and RSB
MSB's Administrative Cabinet

Missouri School for the Blind's

Comprehensive School Improvement Plan (CSIP)

Summary of Processes for School Improvement 2008–2013

Missouri School for the Blind's Comprehensive School Improvement Plan (CSIP) 2008–2013, was approved by the MSB Cabinet on December 2, 2008. The CSIP will direct the overall improvement of all educational programs and services. MSB continues to focus our systemic vision in working toward the creation and implementation of an environment where student learning and success are the driving forces behind all decisions.

MSB's first CSIP was initiated in January 2004, and accepted by the MSB Administrative Cabinet June 1, 2004. Since implementation, all objectives have been addressed. MSB's CSIP for 2008–2013 was officially revised starting fall 2007. The new CSIP was based on information and identified areas of concern from our Missouri School Improvement Program (MSIP) Review and SEMSA evaluation reports, MSIP 4th Cycle Standards, stakeholder input including the Heskett Report, Shared Vision Summit report and student achievement data. During the CSIP revision process, we revisited and revised our mission, vision, beliefs and goals.

MSB participated in the MSIP accreditation process for the first time in 2006-2007, earning 43 out of 45 points, resulting in full state accreditation. MSB also met the requirements established by the North Central Association, Commission on Accreditation and School Improvement, a Division of AdvancEd resulting in dual accreditation.

In the fall of 2007, the MSB Superintendent appointed coordinators to facilitate the revision of MSB's CSIP. MSB invited participants from all stakeholder groups to form a CSIP Steering Committee which met throughout the winter of 2008. The CSIP coordinators developed a timeline and plan of action by providing the committee with the following information:

- Third Cycle MSIP Report MSIP identified areas of strength and areas of concern
- Accreditation Results (MSIP and NCA-CSI, AdvancEd)
- Fourth Cycle Missouri Standards and Indicators
- Analysis of student performance data and other school assessment data
- Literature review of instructional practices for the blind and visually impaired
- DESE's report of statewide stakeholder input compiled by John Heskett and identified as the *Heskett Report: Services for Students Who Are blind or Visually Impaired in Missouri*
- Share Vision Report and recommendations facilitated by MSB and Rehabilitation Services for the Blind: Developing a Shared Vision of Services to Blind and Visually Impaired Missourians
- Annual Report Cards
- SEMSA Self Monitoring Review and Evaluation Report for Special Education Services

- Improving Missouri High Schools, DESE's recommended process for school improvement
- MSB stakeholder surveys
- MSB's stakeholder SPOT analysis (Strengths, Problems, Opportunities and Threats) regarding MSB's role in serving students and families both those enrolled in MSB's center based program and statewide.

In the Fall 2007, stakeholders began the CSIP procedures by reviewing the school's mission statement, beliefs and vision statements and identifying the school's strengths and concerns. A summary of the gathered information was presented to the Steering Committee. The Steering Committee developed the CSIP by using:

- Missouri Department of Elementary and Secondary (DESE) Electronic Planning and Electronic Grants System (ePeGS) tool
- Revised Mission Statement, Beliefs and Vision Statements
- MSIP Third Cycle Strengths and Concerns
- All components of 4th cycle MSIP standard
- Student Performance Data
- Statewide stakeholder recommendations from the Heskett Report and Shared Vision Report
- AdvancED Accreditation Standards and scoring guides for Quality Schools
- Nationally benchmarked exemplary programs from other schools for the blind
- Division Goals

Using the above information the Steering Committee identified Key Goal Areas for improvement. Subcommittees were formed based on the vision statement and areas identified from the SPOT analysis. Subcommittees developed measurable objectives, strategies and action plans to meet the Key Goal Areas for improving student performance, services and program at MSB. All recommendations have been compiled based on the input of stakeholders and the review of relevant research, standards and literature review.

The CSIP has seven goals with measurable objectives under each goal. Each objective has specific strategies and action steps with a designated person responsible for the implementation. The effectiveness of the implementation will be monitored through the program evaluation process and annual updates. This process will continue until each objective is met. The Superintendent is responsible for seeing that the various components of the plan are implemented in a timely manner.

An annual review will be compiled as part of the School's End of Year Report and District Report Card. These reports will include a review of the year's activities, a progress report on the implementation of each strategy, student performance data, attendance and other identified district data. The comprehensive review will be prepared by the administrative staff and presented to stakeholder groups annually.

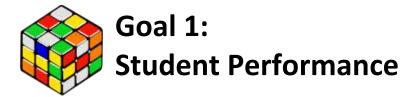
The CSIP will be continuously examined to identify MSB's strengths and needs regarding educational services for students who are blind or visually impaired. Care will be taken to review relevant data at least annually. MSB will revise the CSIP based on this data.

The ePeGS system contains several elements where most of the data associated with the required elements can be selected on the CSIP Plan Maintenance page. New goals, objectives, strategies or action plans can be revised or added. Any proposed revisions will be discussed and approved by the leadership committee before being presented to the Cabinet for adoption. Progress and revisions will be presented to the Cabinet each summer and reported to the public.

Non-Discrimination Statement

The Department of Elementary and Secondary Education (DESE) and the Missouri School for the Blind (MSB) do not discriminate on the basis of race, color, national origin, sex, disability, or age in its programs and activities.

Missouri School for the Blind (MSB) Comprehensive School Improvement Plan 2008-2013



<u>Goal</u>: Missouri School for the Blind will develop and enhance quality education/instructional programs to improve student performance and enable students to meet their personal, academic and career goals.

Objectives

- By June 2013, 91.8% of all MSB students will increase their reading and writing skills to the Proficient or Advanced level as measured by the MAP Test or End of Course Exams.
- By June 2013, 90.8% of all MSB students will increase their math skills to the Proficient or Advanced level as measured by the MAP Test or End of Course Exams.

Strategies: Student Performance

Curriculum, Instruction, Assessment: MSB will guarantee that all students have
access to a clear curriculum aligned with grade level expectations and course level
expectations which meet state requirements and include the Expanded Core
Curriculum (ECC) as identified in The National Agenda for the Education of Children
and Youths with Visual Impairments, Including Those with Multiple Disabilities.

- Curriculum Revision: MSB will systematically revise and align our Core and Expanded Core Curricula with State Standards, Grade/Course Level Expectations and The National Agenda for the Education of Children and Youths with Visual Impairments, Including Those with Multiple Disabilities.
- Career Education and Awareness: MSB will systematically revise and align our career education curriculum to facilitate successful transition to the workplace.
- Identify Core Curriculum Objectives: MSB academic staff will review standardized assessment data and determine Core Curriculum Objectives to be taught across the MSB curriculum.

- Common Rubric: MSB staff will create and implement common rubrics, across the curriculum, to evaluate students' progress on Core Curriculum Objectives.
- Curriculum Assessment: MSB will create and implement curriculum-based assessments that measure students' progress in the curriculum, the effectiveness of instructional practices and students' application of the knowledge and skills in real world situations.
- Curriculum Supervision: MSB education administrators will systematically conduct formal and informal classroom observations and data reviews to assess curriculum implementation and instructional practices.
- Data Driven Instruction: MSB will use formal assessments, classroom observation data and data reviews to select and implement instructional practices.
- Instructional Practices: MSB will research, develop and implement effective, evidence-based instructional practices in all academic and alternate curricula, including the Expanded Core Curriculum, designed to meet the assessed needs of our students.

Action Steps

- Data Driven Decision Making: MSB will analyze data from classroom observations to benchmark evidence-based practices, look for trends and develop appropriate Professional Development (PD) opportunities.
- Instructional Practices: MSB will research, identify and implement a set of core instructional strategies to facilitate student learning.
- 3. Climate and Collaboration: MSB will focus our systemic vision toward the creation and implementation of an environment where high expectations for student learning and success is the driving force behind all decisions.

Action Steps

Share Practices: MSB will develop and implement a protocol for sharing evidence-based practices for blind and VI students.

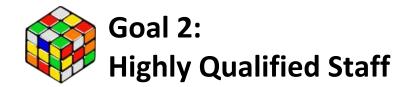
- Celebrate Success: MSB will recognize and celebrate student and staff achievement in an authentic and meaningful manner.
- Program Options and Delivery Systems: MSB will provide a variety of instructional programs, with residential component if appropriate, including short-term and alternate delivery models.

Action Steps

- Alternate Instruction: MSB will research and implement alternate programming options.
- Extended School Day: MSB will research and implement ways to extend the school day to enhance the educational delivery system and student achievement.
- Supplemental Programs: MSB will create and implement a structure for providing short-term learning opportunities in skill areas critical to the education of students who are blind/visually impaired.
- **18-21 Program:** MSB will research, develop and implement a community-based program for students 18-21 who have participated in the alternative curricula.
- Assistive Technology: MSB will provide increased resources, services and instruction in assistive technology and equipment designed to support access to the curriculum.

- Assistive Technology Needs Assessment: MSB will research, design and implement an assistive technology assessment tool specific to students who are blind/visually impaired.
- AT Resource Center: MSB will identify and obtain state-of-the-art assistive technology that will allow students who are blind/visually impaired to access curriculum, improve learning and increase interactions with their environment.
- Training and Support: MSB will provide student and staff training and technical support to assure effective use of assistive technology.

- AT Guide: MSB will create a usage guide and resource list of available assistive technology devices for staff reference.
- **Professional Development:** MSB will provide professional development in the selection, instruction, and methodology for using assistive technology devices.



Goal: Missouri School for the Blind will develop and retain highly qualified staff to carry out MSB's vision, mission, goals and objectives.

Objectives

- By 2013, MSB will increase to 95% the number of MSB staff who have completed a proficiency-based professional development program designed to facilitate appropriate interaction with students who are blind/visually impaired.
- By 2013, MSB will increase to 90% the number of professional staff who have completed a skill-based professional development program within two years of initial employment.
- By 2013, MSB will increase to 70% the number of professional education staff who have completed the six core vision education courses as required for Missouri teacher certification (Blind and Partially Sighted).
- By 2013, MSB will increase to 33% the number of faculty holding Blind and Partially Sighted Missouri teacher certification or other appropriate national certification.

Strategies: Ensure Highly Qualified Staff

VI Knowledge: MSB will provide ongoing professional development time and resources for all personnel to have the specialized knowledge necessary to fulfill their roles relative to students who are visually impaired to support the School's vision, mission and goals.

- Identify Needs: MSB will develop a set of core skill competencies for given employee levels.
- New Employee Orientation: MSB will create and implement a new-employee orientation module in which staff are introduced to skills and knowledge essential for those who work with students who are blind/visually impaired.

- Proficiency-Based PD Program: MSB will research, develop and implement a multi-level, skill-based Professional Development program which addresses core competencies essential for those who work with the blind and visually impaired.
- Mentoring Program: MSB will revise our teacher mentoring programs to align with new employee needs.
- Incentives: MSB will explore compensation options or incentives to promote and encourage faculty to earn certification and/or Blind /Visually Impaired/ ACVREP/COMS.



<u>Goal:</u> Missouri School for the Blind will provide and maintain appropriate instructional resources, support services, functional and safe facilities to ensure the safety and security of students and staff.

Objectives

- By MSB's 4th cycle MSIP review, MSB will improve identified areas of concern from the 3rd cycle MSIP report and achieve all points identified under school operations and support services.
- By 2013, MSB will increase to Level 3 implementation on all Nutrition and Wellness Smart Goals as identified by the State scoring guide.

School Operations and Support Services

1. Facilities and Renovation: MSB will work collaboratively with the Office of Administration to evaluate the facility in accordance with ADA standards and to meet the needs of the student population.

- Prioritize Projects: MSB will identify and prioritize projects to be completed as resources become available.
- **Facilities Study:** MSB will conduct a thorough facilities study to examine capacity and usability of the current building.
- Building Usage: MSB will evaluate current building usage for programs and services to ensure all are housed in appropriate and safe facilities.
- **Safety Evaluations:** MSB will continue annual safety evaluations of the building.

2. **Maintenance:** MSB will establish and maintain processes for cleaning and maintaining the entire campus.

Action Steps

- Maintenance: MSB will revise the maintenance plan to ensure that adequate services are regularly provided to maintain all school facilities in a clean and safe building.
- Procedures Training: MSB will provide in-service to identified staff on the proper procedure for reporting maintenance needs by using the Archibus system provided to MSB by the Office of Administration.
- Safety and Security: MSB will assure that all safety procedures, policies and drills
 are implemented and recorded, published and reviewed annually with students,
 staff, parents and stakeholder groups.

Action Steps

- Violence Prevention Program: MSB will research, develop and implement a violence prevention program for all staff.
- **School Safety:** MSB will research, recommend and implement further initiatives to enhance school safety.
- Crisis Planning: MSB will review crises plans on an annual basis and adjust accordingly.
- **Communication:** Review and improve internal and external communication of the crisis/emergency preparedness plans and procedures.
- 4. **Health Services:** MSB will continue to implement and revise a program for school health services to improve the health and wellness of our staff and student population.

Action Steps

Nutrition and Wellness Committee: MSB will continue the Nutrition and Wellness Committee and implement recommendations from the committee.

- Wellness Policy: MSB will improve student and staff health by researching and implementing strategies to achieve complete implementation of the Wellness Policy.
- Professional Development: MSB will develop and implement a plan to increase student and staff education throughout the school year on health and wellness education.
- Homelessness: MSB will research, develop and implement a program which addresses the homelessness of any student attending MSB.
- **Emergency Contact Information:** MSB will develop and implement a system to keep emergency contact information current.
- 5. **Technology:** MSB will work collaboratively with the Office of Administration to identify the needed technology infrastructure and technology support available for MSB students and staff by revising and implementing a new technology plan and administering it agency-wide.

- Technology Plan: MSB will form a committee to collaboratively revise, implement and administer a new technology plan school wide that is aligned to MSIP 4th cycle requirements.
- **Technology Capabilities:** MSB will conduct a facilities study to identify needs and provide for technology education capabilities.
- **Student Information System:** MSB will identify, recommend, provide training and implement a new system-wide student information system.



Goal: MSB will promote, facilitate and enhance parent, student and community involvement in all programs.

Objectives

- By June 2013, MSB will increase parents' knowledge of and satisfaction with MSB programs to at least 4.5 out of 5 in all areas as measured by the annual Parent Survey.
- By June 2013, MSB will increase attendance at and opportunities for parent involvement by at least 20% annually as measured by analysis of participation records.

Strategies: Parent and Community Involvement

1. Networking: MSB will increase opportunities for family networking.

- **Educational Health and Wellness Materials:** MSB will identify, develop and provide additional educational materials for parents on health concerns in the school setting.
- **Workshops:** MSB will hold workshops for parents and community members to address various topics of interest identified from stakeholder survey.
- Parent Advisory Council: MSB will research evidence-based practices for parent involvement and then collaboratively develop and implement a new Parent Advisory Council.
- **Family Mentoring:** MSB will establish mentorship opportunities with other identified MSB families, graduate families and/or alumni to ease transition to and from Missouri School for the Blind.
- **Family Gatherings**: MSB will investigate the possibility of family weekends or special events to combine access to needed information, opportunities to meet other families and learn about services available.
- **Braille Challenge:** MSB will continue and expand the Braille Challenge, including more parent and other stakeholder in-service and networking opportunities.

2. Parent/Stakeholder Education: MSB will increase opportunities for parent and other stakeholder groups to learn about issues related to the education of students who are blind/visually impaired.

Action Steps:

- Interaction Training: MSB will research, develop and share training information for families and volunteers, on the basics of how to interact with people with visual impairments.
- **Training Videos:** MSB will produce volunteer training videos that cover school information and working with our students.
- Parent Newsletter: MSB will revise information on the parent newsletter and on-line optional communication to include current happenings at MSB, new books/videos, links to other sites/resources, and parent-written articles.
- Public Relations: MSB will utilize newsletters, personal communication and the website to inform parents and community members.
- 3. Parent Involvement: MSB will increase opportunities for parents to be actively involved in their child's education.

- Public Relations: MSB will research and implement a variety of communication opportunities and tools to foster stronger parent-teacher-student communication.
- Survey Data Analysis: MSB will survey parents and analyze survey data to determine the next steps to improve meaningful parent/family involvement in our school.
- Media Public Relations: MSB will provide current information about programs, services and student performance through a variety of media.
- Marketing Services: MSB will explore ways to share information on MSB's array of services and programs.



<u>Goal:</u> MSB will govern the school in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the district.

Objectives

■ By 2013, MSB will achieve full accreditation through the AdvancED Standards Assessment Report by meeting Accreditation Standards for Quality Schools in all areas at the Operational or Highly Functional level.

Strategies: Governance

1. **CSIP:** MSB will establish and communicate a shared purpose and direction for improving the performance of students and the effectiveness of the school.

- CSIP: MSB will develop, implement and monitor the new stakeholder-driven and cabinet-approved CSIP, which is ongoing, with goals, outcomes or objectives in sufficient detail to direct overall improvements of our programs and services for 2009 2013.
- Annual Revisions: MSB will evaluate, update and revise the CSIP annually to address student performance, programs and services and to identify action steps to advance the vision.
- Review and Revise Annual Goals: MSB will review our goals and purpose to systematically revise them based on annual data to provide evidence of progress.
- **Communication:** MSB will develop a protocol and tool to communicate our goals to build stakeholder understanding and support.
- Program Evaluation: MSB will follow an annual timeline and continue to implement
 a written procedural plan which coordinates the evaluation of all programs using
 data driven assessments.

Action Steps

- Yearly Goal Aligned: MSB will establish yearly goals aligned with the CSIP and program evaluations.
- **Data Driven Decisions:** MSB will identify evaluation parameters and criteria based on evaluative data needed to modify or adjust the CSIP.
- 3. **Fiscal Management:** MSB will assure fiscal responsibility and accountability.

Action Steps

- **Fiscal Planning:** MSB will annually create a collaborative performance-based budget which focuses on student needs and long-term goals.
- **Fiscal Responsibility:** MSB will systematically evaluate the use of funds to assure that funds are used to positively impact student achievement.
- Monitoring: MSB will systematically develop and implement a monitoring system to align spending with State statutes and Department regulations.
- **Supervision and Evaluation:** MSB will annually review the previous year's expenditures with a view toward future planning.
- 4. **Public Information:** MSB will review, revise and update all public information documents and systems including the MSB website, brochures and information packets to facilitate timely and accurate communication with students, staff, parents, local school districts, stakeholders and alumni.

- **Dissemination of Information:** MSB will research, develop and implement effective methods of stakeholder communication and information dissemination.
- Informational Packets: MSB will review, revise and publish general informational packets for dissemination to a wide variety of stakeholder groups.
- Website: MSB will research, develop and implement a protocol to review, revise, up-date and maintain the MSB website.
- **Public Information:** MSB will develop procedures to share critical information with all identified stakeholders.



<u>Goal</u>: MSB will offer comprehensive educational services, differentiated instruction and supplemental programs ensuring that each student achieves their educational, personal, social and vocational goals as demonstrated by academic success and successful transition to the community.

Objectives:

- By June 2013, increase to 100% the number of students in grades 10-12+ who actively participate in activities that are individually designed to facilitate independence (to the extent appropriate) in living, working and recreation as they move beyond MSB as measured by annual Transition Portfolio Review.
- By June 2013, increase to 95% the number of high school graduates who report participation in post-secondary education, employment and/or other appropriate programming as measured by the annual Post-Graduate Survey.
- By June 2013, MSB will increase to 100% the number of MSB students who have fully implemented standards-based IEPs as measured by the annual file review.

Strategies: Comprehensive Services

1. **Special Education Compliance:** MSB will systematically monitor IEPs and associated documents to assure comprehensive services as required by IDEA.

Action Steps

- **IEP Timeline:** MSB will revise the IEP and related services timeline on at least a monthly basis.
- **Document Review:** MSB will annually review a sample of IEP's and associated documents to assure legal compliance.
- 2. **IEP Development and Implementation:** MSB IEP teams will collaboratively create and implement standards-based IEP documents that drive instruction.

Action Steps:

■ **Create a Structure:** MSB will review and revise the current structure/protocol for collaborative IEP development and implementation.

- Professional Development: MSB will provide professional development opportunities to provide staff with the background knowledge, structures and protocols for writing and implementing an effective standards-based IEP.
- Monitoring: MSB will increase monitoring of IEP implementation as measured by teacher lesson plans and IEP Goal Data Collection Sheets to at least once quarterly.
- 3. **Transition Services:** MSB will facilitate collaborative transition planning and implementation with families, ITP Teams etc., which address the developmental and educational needs of students commensurate with their aptitude and interests.

Action Steps:

- Implement Transition Program: MSB will systematically implement the MSB Transition Planning Program.
- Materials: MSB will purchase the materials and assessments necessary to implement the MSB's Transition Planning Program.
- **Professional Development:** MSB will provide professional development to staff in the implementation of the transition program.
- Advisory Program: MSB will establish and implement a viable middle school and high school advisement program which facilities success in high school and develops skills sufficient to transition beyond MSB.

- Research and Develop: MSB staff will research and develop a high school advisement program including a scope and sequence, timelines, grade-level objectives and an evaluation component through the Professional Learning Community process.
- **Program Implementation:** MSB will systematically implement the 7-12 advisement program.
- **Violence Prevention:** MSB will research, develop and implement a violence prevention program and provide training to students..



<u>Goal:</u> MSB will increase access to information regarding infants, children and youth who are visually impaired/blind, including those with additional disabilities, deafblindness and the services of Missouri School for the Blind.

Objective

By 2013, MSB will achieve 90% of targeted Outcome Performance Indicators for all training and networking evaluations.

Strategy

MSB will work collaboratively with families and stakeholders to increase their meaningful involvement, awareness, contributions and commitment to the success of all students with visual impairment.

- Needs Assessment: MSB will conduct needs assessments with families and professionals to identify needs for information and preferences for receiving information.
- Information Dissemination: MSB will develop a plan for information dissemination, training and networking opportunities.
- Family Education: MSB will increase knowledge of family members regarding visual impairment, multiple disabilities and deafblindness through an array of activities and services, family education and networking.
- Increase Local Capacity: MSB will increase local capacity by providing an array of technical assistance and training activities that improves services and outcomes for infants, children and youth who are visually impaired/blind, including those with additional disabilities and deafblindness.
- Services to School Districts: MSB services will include information on the effects of visual impairment, multiple disabilities and deafblindness on learning and address strategies for assessment and instruction to provide student access to the core curriculum and the specific body of knowledge and skills (i.e., communication, orientation and mobility, social interaction, independent living, recreation, sensory efficiency, career education, use of assistive technology and self-determination) in which these learners require support.
- Collaboration: MSB will improve interagency collaboration.

Respectfully submitted for approval by the Missouri School for the Blind Cabinet Members on December 2, 2008.

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